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*The*  
**NATIONAL ASSOCIATION  
of CORPORATION SCHOOLS  
BULLETIN**

25 Cents a Copy

\$2.00 For a Year

Volume IV

March, 1917

A Survey of Our Association's Activities  
by the Program Committee

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February Meeting of the Executive  
Committee

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News Items About Members

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President Wilson's Industrial Policy  
An Interview by George Creel  
Published in "Everybody's Magazine"

**PUBLISHED BY ORDER OF THE  
EXECUTIVE COMMITTEE**

# The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

## Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

## Functions

The functions of the Association are threefold; to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

## Membership

*From the Constitution—Article III.*

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted, by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

## Dues

*From the Constitution—Article VII.*

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st, shall pay first year's dues of \$100.00; those joining between April 1st and July 1st, shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st, shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

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# The National Association of Corporation Schools BULLETIN

Published Monthly by

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130 E. 15th Street, New York City

Edited by F. C. Henderschott, Executive Secretary

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No. 3

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## **A PRESSING NEED TO INSURE INDUSTRIAL EFFICIENCY**

Three factors will largely determine the future position of the United States among the other nations of the world—capital, labor and governmental attitude toward the interests of both.

The nation that can operate its industries most scientifically, thus eliminating waste, strife and duplication, is the nation that will ultimately command the leading position.

Through this BULLETIN the governing body of The National Association of Corporation Schools is attempting to point out to the leaders of American industries the necessity for co-operative effort. Our Association is committed to a program of activities having to do with the "human relations" problems in industry—the relations between the stockholders and the workers of our industrial corporations.

Our Association can point with pride to four years of accomplishment. During this period the foundation has been laid. Many basic facts have been determined and there is a clearer conception of the work which is pressing for immediate attention. Unfortunately, however, our Association has only such revenue as is derived from membership dues. Ten thousand dollars to finance additional research activities is needed. If you represent a company which has membership in our Association, will you not give us your personal co-operation, in so far as you may be able to do so, in interesting other industrial corporations to become members?

Industrial efficiency is largely a matter of education. As has been previously pointed out in these columns, the United States

has better equipment on its farms, in its factories and in its transportation systems, than any other nation, but in the matter of the training of its workers to handle this equipment it is at the bottom of the list.

In our country, as in all others, our arts, our sciences and our professions depend for their prosperity and efficiency upon the creative sources of wealth and our principal sources of wealth are our factories and our farms.

It is evident to those who have given the matter careful attention, that workers must be placed in industry as scientifically as there is knowledge to guide in this direction. The haphazard method of employment must give way to something better and something less wasteful—a system that will guarantee to each individual equality of opportunity and equality of reward according to merit. The workers of the United States must be trained to do their tasks with the minimum of effort that will produce the maximum of result. More attention must be given to profit sharing, retirement pensions, the problems of safe and healthful working conditions and to all of those other related problems, which have already received much attention, and which are now recognized as good economics.

These problems cannot be quickly solved. They are matters that will require much testing and much thoughtful consideration, but they are the problems which promise most in eliminating waste, strife and inefficiency.

Class "A" membership in our Association costs an industrial corporation one hundred dollars a year—a small figure when you consider the cost due to "labor turnover" and the waste caused by lack of training. To a solution of these problems our Association is directing its efforts.

There is no ground for argument as to the value of the work our Association is doing. It is believed, therefore, that when the executives of American industrial institutions are fully advised as to the value of membership in our Association the problem of financial support, sufficient to vigorously prosecute all the activities to which our Association is devoting its efforts, will be solved.

We need one hundred additional Class "A" members at once.

This will give our Association an increased revenue of ten thousand dollars annually and this revenue may be employed to hire research workers in the gathering of vital facts and in the correlation of industrial activities; in increasing the efficiency of employment systems and of "corporation schools"; in making available to our members profit sharing, stock ownership and retirement pension plans, where these plans have been tried out and results obtained; in developing plans by which illness among workers may be eliminated, in so far as possible—all these activities tending to the one result of co-operation, efficiency and mutual profit, rather than the present strife, waste and inefficiency.

There are many organizations whose object is to protect property rights and there are also many organizations whose object is to protect the rights of labor, but The National Association of Corporation Schools believes that the interests of capital and labor are mutual and that through educational methods this fact may be made more apparent to both and to their mutual profit.

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#### **THE EDUCATIONAL EXPERIMENT OF THE ROCKEFELLER FOUNDATION**

The plan of the Rockefeller General Educational Board to establish a school at Teachers' College, Columbia University, with the aim of the "modernization" of the public school curricula has aroused widespread discussion.

Those who belong to the old school of thought, educationally, express themselves by saying that in this movement they see a serious threat to our old educational system. Educators who belong to the more modern school of thought, however, believe, just as sincerely, that the experiment will result in harmonizing the public school system of the United States with modern conditions which must be served.

Perhaps no movement in the educational field since the agitation for compulsory attendance up to a certain age period has created so much discussion and such adverse viewpoints.

The General Educational Board under whose auspices the movement will be tested is composed of such men as C. W. Eliot, Andrew Carnegie, Albert Shaw, Edwin A. Alderman, J. D. Rockefeller, Jr., Abraham Flexner, Anson Phelps Stokes, George E. Vincent and other well-known educators. The guiding

principle is that education is to be "better adapted to the needs of common life than is the curriculum now in common use."

As the Columbus, Ohio, *Journal* puts it: "The idea is to modernize our education by throwing out many of the so-called cultural studies and replace them by more practical branches. It has \$35,000,000 back of it to prosecute its experiments and the Teachers' College of Columbia University is to be made the scene of the work. Latin, Greek, grammar and such purely literary studies will have to go, and the methods for the study of literature and history will be much changed. Instead of these, modern languages, science, industry and the domestic arts will be substituted. So it seems to us quite largely a materialistic education."

There has been a rush of applications for admission to the new school which will open in the autumn. Only about two hundred children, however, can be accommodated under the present plan.

The attitude of the public as a whole has been favorable to the experiment. The discussion will undoubtedly continue for several years, but there is little doubt in the minds of most people who have given our educational system serious consideration, that extensive changes are coming and that these changes will be designed to provide more educationally for the boys and girls who are to go into industry, on the farms and into the homes.

The movement harmonizes with the position taken by the federal government in passing the Smith-Hughes bill which, for the first time in the history of the United States, places federal revenue at the disposal of the states in developing their educational systems.

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### **MISINTERPRETING OUR RESOURCES**

In Germany and in a somewhat lesser degree in Sweden and other European countries the government uses its power and resources to increase industrial efficiency. In the United States we do just the opposite. Government mistrusts industry or those who conduct industry and organized labor mistrusts both the government and those who conduct industry. It is obvious that the interests of all three parties are identical.

Whereas in Germany the government owned railroads make differentiations in rates to enable manufacturers and farmers to export their products and sell them through competition in foreign nations, the government of our country apparently seeks to penalize unusual accomplishments. Here the three great factors are at each other's throats.

Scarcely had our government ceased prosecuting Mr. J. H. Patterson, President of the National Cash Register Company, before his home city, Dayton, was sorely stricken by flood. Most of us have forgotten the government's grievance against Mr. Patterson, but not one of us will ever forget what he did for Dayton in its hour of greatest need.

In a personal and impersonal manner we are inclined to question, condemn and prosecute our industrial leaders largely because there has been a misconception of the purpose of corporate management and because our politicians, for political reasons, lead many of our citizens to believe that they have a grievance against our industrial institutions, especially those who have attained any considerable degree of success.

And yet does anyone doubt that should our national existence be threatened or our government attacked but that such men as Charles M. Schwab, Henry Ford, George B. Cortelyou, N. F. Brady, E. M. Herr, N. C. Kingsbury, J. H. Patterson, E. H. Gary, Frank A. Vanderlip and scores of others of our most successful business men would be the first to respond?

The labor forces of this country cannot attain high standards in efficiency or other advantages through constant antagonism toward industry because it is only through the success of industry that the workers prosper.

Happily there is a growing tendency toward a better understanding. Some day our government will awaken to the obvious fact that every captain of industry in the United States is a potential possibility for better government, better citizenship and more permanent peace and prosperity.

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### **BROAD EDUCATIONAL VIEWS OF A LEADER OF ORGANIZED LABOR**

Henry Abrams, one of the most conservative and yet one of the most progressive leaders of organized labor of this country, was recently elected a member of the school committee of Boston.

Mr. Abrams went before the voters on the platform, "I want to give every boy in Boston the industrial education that the German government gives the German boy—a thorough knowledge of all trades."

In defining a program which the school committee will undertake, Mr. Abrams gave the following as the planks in the platform on which he was elected:

- (1) Every child to be taught civics.

- (2) Every child to be taught love of country.
- (3) Every child to be taught the functions of government—equal rights for all.
- (4) Above all that every child who graduates from the Boston public schools shall be an American citizen.

Mr. Abrams is no theorist on the subject of education. He is a practical man who has had the opportunity of studying children in all their phases in his own family of eight children. His wife died in his early manhood and Mr. Abrams has been both father and mother to his family. Everyone of the children has been graduated from the public school.

Mr. Abrams gives us a clearer understanding of what the conservative union labor representative conceives to be the educational requirements of the children of the United States.

Mr. Abrams is Secretary of the Central Labor Unions of Boston, a position which he has held for some time, and there is no labor leader in New England whose advice is more often sought.

"The thing to do is to know what you want and then to go after it. I believe that the boy in the public schools should be taught something useful, first of all. The only way is the practical way. If a boy wants to be a mechanic he needs a workshop and he should be taught by a skilled mechanic.

"But every boy does not want to be a mechanic. A boy made a bookcase for me and he did it very well. In other words, I am thoroughly in sympathy with vocational training. I believe in specialists for special things.

"And my ideas for the boys apply in the same way to girls. It is a more difficult proposition to decide what they should be taught. The European war has taught us that woman can do anything that a man can do. But I believe firmly that both boys and girls should be taught to realize the importance of cultural as well as vocational training. By that I mean a thorough knowledge of mathematics and similar studies.

"When a child is taught to do one thing, he should be taught the whole of it. If you are teaching a girl dressmaking, let her make the whole dress. She should measure the cloth, cut it, baste it and finish it herself. The boy who is being taught the trade of a shoemaker should make a whole shoe, not parts of one."

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Capacity never lacks opportunity.—BOURKE COCKRAN.

"The day of the extreme individualist is past. The problems pressing for solution are so great that no single manufacturer, no matter how powerful, or group of manufacturers no matter how numerous, is able to stand alone to the exclusion of other manufacturers. The time has come when co-operation in the broadest sense is essential to the maintenance of our industrial prosperity. All men and women engaged in industry, from the president and executive officers down to the humblest wage earner, must be brought into truly effective co-operative relationship. There is today a serious lack of mutual understanding between the manufacturer and the wage earner, and while considerable progress has been made in bringing about more harmonious relations, the situation leaves much to be desired. This lack of understanding and confidence is largely due to a lack of knowledge of each other, and this knowledge is lacking in the manufacturer as well as in the wage earner."—From an article contributed to the *General Electric Review* by E. W. Rice, Jr., President of the General Electric Company.

## **A SURVEY OF OUR ASSOCIATION'S ACTIVITIES**

### **The Program Committee Compiles a Statement Setting Forth the Past and Present Efforts and Forecasts a Larger Work Still to be Accomplished**

The members of the Program Committee—a sub-committee of the Executive Committee of our Association—recently undertook to define just what our Association has accomplished during its four years of existence, what is now being done and the additional activities to which our efforts may be devoted in the future.

The Program Committee divided this work among its members; Mr. Yoder preparing the statement of past activities, Mr. Henderschott a statement of the work now being carried on, and Mr. Dietz the survey of the future.

This report was presented to the Executive Committee at its February meeting and copies of the report were sent to each member of the committee for further consideration. That all of our readers may possess this information, the report is here published. The Program Committee would welcome criticisms and suggestions.

While our Association has four years of accomplishments to its credit, accomplishments of which every member may be justly proud, there is larger and more important work yet to be done. Vice-president Dietz has given a vivid picture of the character of this work.

The National Association of Corporation Schools is the only organization possessing the machinery through which definite information may be had as to the relative value of many theories which have been advanced and which are believed to be of importance to business. Through the "corporation school" tests may easily be made and results ascertained. As our Association grows, by attracting to its support additional industrial corporations, it will gain sufficient revenue to constantly enlarge its scope of activities.

It is known that there is strife, waste and other inefficiencies in American industry. While no one believes that these conditions can be eliminated immediately, there is a remedy which, however, may only be determined by investigations and the correlation of the results of different plans which have been tested through an earnest co-operative effort on the part of industry as a whole.

Labor "turnover" must be reduced, working conditions improved, the individual workers trained and cordial relations main-

tained as between the employer and the employe. In fact, every plan which promises results in the way of efficiency and the elimination of strife and of waste must be carefully studied and just as carefully tested.

A fairly accurate knowledge may be gained of what has been done, is now being done and the more immediate field open for accomplishment by studying the report of the Program Committee which follows.

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### **Past Activities**

Economic necessity has required an ever increasing refinement of detail in the organization and specialization of our industries and commerce. The application to daily practice of this refinement required a higher degree of skill, technical knowledge and general intelligence of the industrial worker, in shop, store and office. Since the educational facilities at hand were unable to supply the ever increasing quantity and specialized qualities demanded of such industrial and commercial preparation, corporations began to devise ways and means for training in their own shops, stores or offices the men who were to become the future members of their organizations. Only the larger corporations could afford to do this. However, a few venturesome concerns became pioneers in the corporation school movement, finding after a short trial, that the investment "paid" in increased efficiency and industrial intelligence of those apprentices, salesmen and others who had the benefit of such shop, store or office school training.

### **Establishing the Corporation School**

The marked success attained by the pioneers in this corporation school movement induced other corporations to establish schools of their own and by 1912 a sufficient number of shop or store schools were in operation to warrant the belief that by bringing the interested parties together into an association the idea of the economic and educational value of the corporation school would be fostered and encouraged.

Accordingly an organization meeting was held in New York in January, 1913, at which 30 representatives of large industrial and commercial establishments and colleges were present, forming The National Association of Corporation Schools. At this convention the functions of the Association were expressed to be threefold:

1. To develop the efficiency of the individual in industry.

2. To increase efficiency in industry.

3. To influence courses of established institutions of learning more favorably towards industry.

With these functions in mind The National Association has made, through the activities of its sub-committees, a close study of all matters pertaining to corporation educational needs. It has provided a forum for discussion and exchange of experiences in one way or another with others who are likewise actively engaged in educating their employees.

### **Growth of Industrial Educational Facilities**

Through its activities The National Association of Corporation Schools was largely instrumental in increasing the number of corporation schools from a comparatively small number in 1912 to nearly 250 of such corporation schools with an approximate enrolment of 30,000 pupils of one kind or another at the present time.

At all of its four annual conventions the Association has brought together those interested in the corporation school and provided means for exchange of opinions. Many have received inspiration at these conventions inaugurating new schools or new methods in existing schools.

The Association, through the office of the Executive Secretary, has been a source of information to corporations contemplating the inauguration of educational work for their employees. This information has been given mostly to member companies, but has not been withheld entirely from interested outside concerns. Many companies have therefore found it advantageous to join the Association in order to take full advantage of this abundant fund of information available through the Executive Secretary's office. They have thereby avoided costly mistakes made by others and advanced the standing of their educational work to the highest state of efficiency at the outstart.

### **Exerting a Helpful Influence**

Not only has The National Association of Corporation Schools studied the immediate needs of the Corporation School, but it has also been instrumental in having other associations take up activities outside the scope of the three functions of this Association. In this connection a compilation of State Laws on Industrial Education has been made by the Federal Government and is now available to anyone concerned. Other activities brought about by the Association are equally important. It has been instrumental in having the Corporation School react favor-

ably upon the Public School system in establishing courses better suited to immediate needs of industry and the country as a whole so that today the entire standing of all educational activities are on a higher plane than they were before the organization of this Association.

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### **Present Activities**

The Association holds annual conventions and publishes bound volumes of proceedings of its deliberations. Advance copies of the reports of the sub-committees are printed and forwarded to all members of the Association about thirty days in advance of the convention.

### **Sub-Committees**

Sub-committees are investigating the following subjects:

Public Education; Vocational Guidance; Employment Plans; Administration and Supervision of Corporation Educational Work; Safety and Health; Educational Methods in Corporation Schools; Trade Apprenticeship Schools; Selling and Distribution Schools; Retail Salesmanship; Office Work Schools; Special Training Schools; Unskilled Labor, and Corporation Continuation Schools. There is also a sub-committee on Allied Institutions, a committee on Local Chapters, a Membership Committee, a Publication Committee and the Policy and Finance Committee.

### **Proceedings and Special Reports**

These committees report to the annual conventions and their reports are discussed by the members. The reports and the discussion thereon together with the addresses delivered at the annual banquet and the business transacted at the annual business meeting constitute the proceedings of the annual conventions.

Special reports are also made from time to time through the Executive Secretary's office. A codification of the educational activities of our members has been made and submitted in the form of a report and the Executive Secretary is now working on a report to cover profit-sharing plans, service annuities or retirement pensions, group insurance and sick and death benefit plans. This report is to be merely a codification of different plans which have been adopted, results obtained where possible, and the report is to be submitted without comment or recommendation.

### **Bulletin and Work of the Executive Secretary**

The Association also publishes a monthly BULLETIN edited by its Executive Secretary. Through the Executive Secretary's

office advice and help is given to member companies in the working out of their educational plans, institution of same and carrying on of the work. The Executive Secretary also handles the correspondence of the Association and conducts all other duties common to such office.

### **Formation of Local Chapters**

Local Chapters are now being formed, the first having been instituted at Pittsburgh, the second at Philadelphia and the third in New York. A chapter is in process of organization in Chicago and chapters will probably also be started in Boston, St. Louis and Detroit and other cities in the near future where our membership will warrant such organizations.

### **Domestic and Foreign Activities**

The need for additional activities is apparent, especially investigating work and the formulation of some definite plan by which our Association may aid in the development of educational directors for industrial corporations.

Our Association is in constant touch with the established institutions of education of our country. This includes not only colleges, universities and public libraries, many of whom purchase our Proceedings, but also the public school system, correspondence schools and so forth.

Our activities have spread beyond the limits of the United States. We now have three associate members in England, one in Scotland, one in Australia, one in Newfoundland and one in Canada. We have also had correspondence with representatives of several of the European nations and have contributed to their educational advancement and drawn from them in the work which our Association is doing.

### **Needs for Additional Funds**

Our Association has been handicapped by insufficient revenue, however, we have been able to pay all our bills and maintain our credit on a sound basis, but we have not been able to undertake all of the work which it is apparent is demanding our attention because of lack of funds. The effect of this situation is retroactive. The greater the activities of our Association, the more efficiently our work is done, the easier it will be to increase our membership and through increased membership we will be provided with the funds with which to finance additional activities.

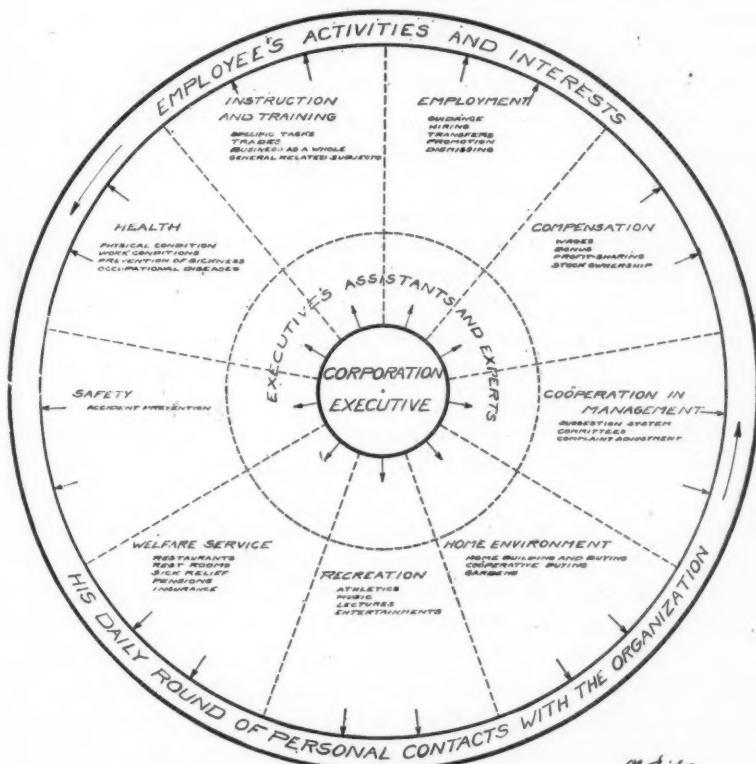
Our Association began with eighteen Class "A" charter

members. We now have one hundred and three Class "A" members and the prospects are excellent for materially increasing this membership during the present year.

### A Survey of Possible Future Activities

Chart I shows the varied interests involved in the Corporation's human relations to its employees. It shows an organization within a business through which the company's policies are made effective by the executive, his assistants, experts and their departments.

#### HUMAN RELATIONS IN A BUSINESS THE EXECUTIVE'S INFLUENCE



ORGANIZATION TO PUT INTO EFFECT  
BETTER HUMAN RELATIONS IN A BUSINESS

#### CHART I

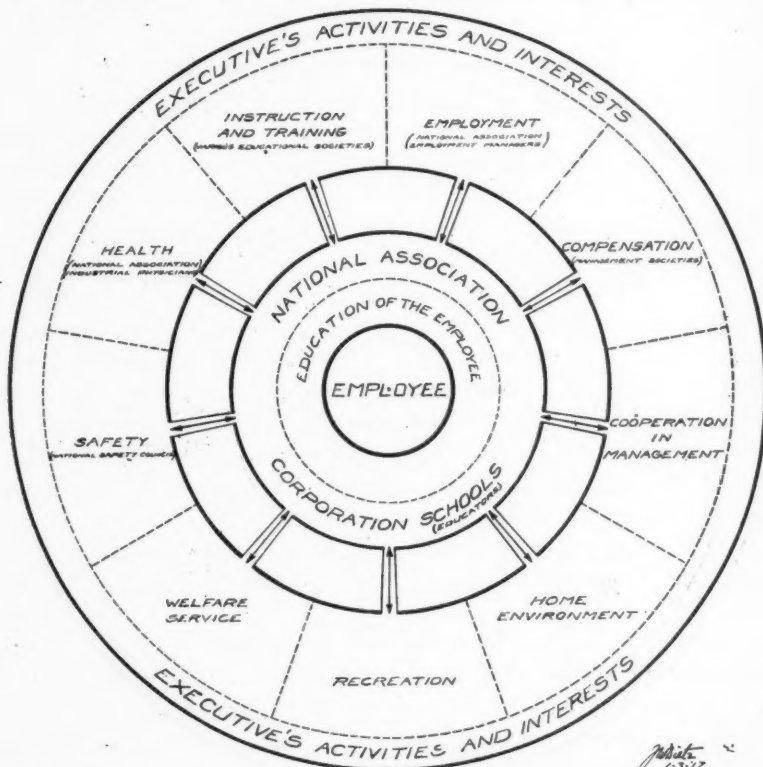
Chart II shows the same field when studied from the viewpoint of the executive trying to surround the employee with educational influences and means in the most effective ways.

### Scope of the Association's Field

The Association is a co-operative service organization. Various interpretations of its field are possible.

1st—In Chart I, the Association may develop itself as an organization studying only the problems of the part of the field marked "Instruction and Training." Its membership would naturally be confined largely to those experts and executives whose responsibilities are primarily those for school organizations and training plans within business. This is the narrowest interpretation of the Association's field.

#### FIELD OF HUMAN RELATIONS IN BUSINESS



A COÖPERATIVE ORGANIZATION TO HELP CORPORATION EXECUTIVES TO STUDY AND IMPROVE THEIR RELATIONS TO THE EMPLOYEE THRU EDUCATIONAL MEANS

#### CHART II

2nd—In Chart II, the Association may develop itself as an organization covering the entire field with different sections of the organization made up of experts in the

various parts of the field, each group studying its particular problems—all grouped together as one national organization. This plan would involve the absorbing of already established national organizations in several parts of the field and combining them all into one National Association covering the entire field of Human Relations in business. This is the broadest interpretation of the Association's field.

This interpretation would continue the Association as a National organization studying specially "Instruction and Training Plans" within business. The Association would be one of several national organizations dividing the whole field. This would emphasize the need for a new organization, a national clearing house and consulting agency covering the whole field of employees' relations. "The American Academy of Human Relations in Business."

3rd—In Chart II, the Association is shown as organized on the conviction that fundamentally for permanent and lasting development much effort must be made in all parts of the field through educational means. The Association, therefore, is organized to serve the executive interested in all phases of the field and the expert in each part of the field who wishes better to use direct educational means as a part of his effort.

This interpretation sets up the Association as a co-operative effort on the part of its members and a co-operative organization working with other national organizations in other parts of the same field.

It reaches out and draws in, evaluates and makes usable developments in all parts of the field.

It conducts research and development of educational means and methods and sends out lines of direct and indirect influence in all parts of the field.

It serves as the clearing-house of information for the executive interested in all phases of the field who has not the need for experts in each part of the field who are keeping him in touch with its developments.

It serves similarly as a clearing-house for the executive who has experts in all parts of the field, but wishes to keep in touch with the best methods of surrounding his employees with educational influences in all phases of human relations.

It serves the expert in any part of the field by keeping him

in touch with development of educational means and methods in the other related parts of the field.

This interpretation is the one which has evolved out of the Association's experience and growth. How to better develop the Association to meet its responsibilities is considered in the following recommendations:

### **Present Urgent Needs**

If the Association is to continue its natural growth and usefulness, these needs must be met at once:

- 1—Full time executive and promoting service to bring before the business executives of the country the Association's service to them. This will extend the usefulness of the organization and increase its resources.
- 2—Full time expert research and advisory service available for carrying on investigations—
  - a—For the Association.
  - b—For the Corporations.
- 3—An advisory committee on "Educational Research and Counsel" to study and supervise the activities under 2. This committee to be made up of members of the Executive Committee, policy and finance committee, and the executive office.
- 4—A plan for financing the activities under 1 and 2 until they can be developed on a self-supporting basis.

### **Demands for Future Development**

Our present activities briefly summarized:

- a—Interchange of information through the Executive Secretary's office.
- b—Interchange of information through visits of co-operating companies to study plans in action.
- c—Monthly bulletin.
- d—Annual reports of committee work.
- e—Annual conventions and its proceedings.

There is demand that all of these activities be further developed and that the Association render more fully on all year round service rather than one which centers largely around the annual convention.

### **Plans for Future Developments**

Dr. Steinmetz in his new book "America and the New Epoch" emphasizes the need of trained men for this service in corporations:

"The most serious defect of the social activities of the corporations today—welfare and educational—is the lack of men capable to direct the work. To organize and direct this important activity of the modern corporation requires men who have to a high degree the social sense and at the same time are thoroughly familiar with the other activities of the company, financial, administrative and technical, so as to co-ordinate their social work with the other activities of the corporation. Such men are few, and herein lies the greatest limitation of the rapid advance of the corporate organization of society, which is necessary for its economic efficiency."

This situation is accurately reflected in the almost weekly demands upon our executive headquarters for trained men.

Out of activities under 2 and 3 under "Present Urgent Needs" must be met the demand for the following kinds of service:

- 1—Expert counsel to go out into organizations to study and advise.
- 2—Expert counsel to help develop employes and executive assistants within a business to meet the new responsibilities of putting new plans into effect. This may be done in several ways—
  - a—By visits of experts to guide new undertakings to help make successful from the start.
  - b—By having corporation employes serve for a training period as assistants to the Association's experts and then return to their own companies.
  - c—By developing those who wish to enter corporations as educational directors and supervisors of educational work within business.
- 3—To pass upon the eligibility and value of experts (other than those in the Association's employ) who offer their services to corporations within the field of the Association's activities.
- 4—As the demand for expert service grows, the Association may establish district headquarters with expert counselors and an associated staff of experts on particular lines to advise and work with district counselors or directly with co-operating corporations. This sort of service could be correlated with the activities of the Association's local chapters and will prove most effective because it will be a demonstration under the actual conditions of a particular

company. The expert would not establish the work but would help a corporation to get started right.

- 5—Built around the activities of these experts, district conferences and conventions taking up particular problems could be taken up throughout the year—supplementing the Association's large annual convention.
- 6—Reports of Investigations and Studies by the Association's experts would be made available as completed throughout the year.

These activities are urged as plans to be studied and worked to, rather than to be met at once. The Association will be successful if its growth is natural, logical and not forced. Its usefulness will be hampered if its plans for the future are inadequate or improperly executed in its legitimate field of activities.

### NEW MEMBERS

Since the last statement appeared in the BULLETIN, the following new members have been received:

#### Class "A"

Guaranty Trust Company of New York—F. W. Ellsworth.  
Jones & Laughlin Steel Company—Pittsburgh, Pa.—C. E. Ralston.  
New York Telephone Company—J. L. Turner.  
Pittsburgh Iron & Steel Foundries Co.—Mr. Weaver H. Rogers.  
Thilmany Pulp & Paper Company—Kaukauna, Wisconsin—H. W. Wells.

#### Class "B"

W. D. Anderson—Atlantic Refining Company—Philadelphia, Pa.  
E. R. Cox—Atlantic Refining Company—Philadelphia, Pa.  
Albert Hill—Atlantic Refining Company—Philadelphia, Pa.  
R. D. Leonard—Atlantic Refining Company—Philadelphia, Pa.  
M. J. Welch—Atlantic Refining Company—Philadelphia, Pa.  
D. E. Hite—Pennsylvania Railroad Company—Altoona, Pa.  
G. A. Tipton—Pennsylvania Railroad Company—Juniata, Pa.  
E. B. Merriam—General Electric Company—Schenectady, N. Y.

#### Class "C"

J. Harvey Borton—Haines, Jones & Cadbury—Philadelphia, Pa.  
Wm. H. Draper—2256 Andrews Avenue, New York.  
L. T. Warner—The Warner Brothers Company, Bridgeport, Conn.

Industrial Corporations cannot conduct their businesses apart from industry as a whole.

When the Farmer sells at a profit our Factories are busy and our Railroads are prosperous. When the Depression comes, all must suffer. A Permanent Prosperity can be attained only by united efforts in eliminating waste, conserving natural resources, bringing Capital and Labor to understand that their interests are mutual and training the individual to his highest efficiency. Will you contribute to this work by taking membership in our Association?

Our Association needs \$10,000 additional revenue at once to finance Research Workers. One Hundred New Class "A" Memberships will provide the money.

Will You be One of the One Hundred?

If you can be shown how to reduce your "Labor Turnover" just a little, your money will come back to you many fold.

## **FEBRUARY MEETING OF EXECUTIVE COMMITTEE**

**E. J. Mehren Elected Treasurer to Succeed E. S. Moffett—  
Mont. H. Wright Elected a Member of the Executive  
Committee to Succeed R. C. Clothier, Resigned—Pro-  
gram Committee Submits a Report of Further Activities  
Which Our Association May Undertake—Possibility of a  
Summer School at New York University for Industrial  
Educational Directors—A Discussion of the "Human Re-  
lations" Problems in Industry—Appointment of a Sub-  
Committee to Consider the Matter of Raising Additional  
Funds With Which to Finance Additional Activities.**

The February meeting of the Executive Committee held in New York on the sixth of the month was well attended.

President Tily, Vice-presidents Dietz and Rowe, Secretary Galloway and Messrs. Yoder, Dooley, Park, VanDerhoef and Executive Secretary Henderschott were present.

The Assistant Treasurer submitted a report showing cash on hand of about three thousand dollars and no liabilities.

Upon motion of Dr. Rowe, seconded by Mr. VanDerhoef, Mr. E. J. Mehren was unanimously elected Treasurer of the Association to fill the unexpired term of Mr. E. S. Moffett.

The matter of what volumes of Proceedings should be given with Class "A," "B" and "C" memberships was discussed and upon motion of Dr. Rowe, seconded by Mr. Yoder, it was voted that a full set of the Proceedings should go to new Class "A" members and only the last volume to new Class "B" and "C" members.

### **Membership Shows Growth**

The Executive Secretary submitted a membership report showing a total membership, as of February 1st, of 104 Class "A" members; 90 Class "B" members and 88 Class "C" members, making a total of 282 members—a new high-water mark in membership.

The Executive Secretary reported that he had requested the chairmen of the various sub-committees to have their reports in his hands by April 1st. This action was approved. There will be sixteen sub-committee reports to be printed and sent to our members prior to the Buffalo convention. It was felt that it would be impossible to complete this work unless the sub-committees had their reports in the hands of the Executive Secretary not later than April 1st.

The resignation of Mr. R. C. Clothier as a member of the

Executive Committee, owing to his having resigned his position with the Curtis Publishing Company, was presented by the Executive Secretary and upon motion, duly seconded and carried, this resignation was accepted with regret.

Upon motion of Mr. VanDerhoef, seconded by Dr. Rowe, Mr. Mont. H. Wright, of the John B. Stetson Company, was unanimously elected to fill the unexpired term of Mr. R. C. Clothier, resigned.

The Executive Secretary presented an estimate of the Andrew H. Kellogg Company for printing the advance reports and Proceedings of our Buffalo convention. Upon motion of Mr. Yoder, seconded by Mr. Dooley, this estimate was accepted.

### **Report of the Program Committee**

The following recommendation was submitted by the Chairman of the Program Committee:

In connection with the sixth suggestion submitted to the Executive Committee in the report of the Program Committee at the December meeting it now seems desirable that there be a sub-committee of the Executive Committee whose duty it shall be to develop plans through which industrial institutions could secure suitable educational directors and instructors.

The most favorable sources for this supply seem to be

- 1—Those who have had experience in business and possess natural ability as teachers.
- 2—Those who have had teaching experience who desire to get into industry through educational work.

Some preliminary steps have been taken looking to a summer course to be conducted at New York University this year.

The Program Committee respectfully recommends that a sub-committee of the Executive Committee be appointed to have charge of the development of this work and that this committee should further determine the needs of our member companies and ascertain where possible what educational institutions are prepared to meet these needs.

Mr. Henderschott moved the adoption of the recommendation, which motion was unanimously carried and President Tily was instructed to appoint a sub-committee of three of the Executive Committee to handle the matter in conjunction with representatives of New York University. The Executive Secretary submitted a set of questions which might be used as an examination in connection with the course. Upon motion the examination questions were referred to the new committee for further consideration.

### **Scope of Our Association's Activities**

A lengthy discussion was held as to whether or not our Association is attracting all of the support on the part of industrial corporations that it is entitled to. Present activities were carefully surveyed as well as future possibilities. It was the unanimous opinion of the Executive Committee that our Association, having four years of accomplishment to its credit, is now justified in appealing to industrial institutions for support on the basis of all of the activities classified as "human relation" problems, which include scientific employment, safety and health problems, scientific training through "corporation schools," profit sharing including stock ownership on the part of employes, retirement pensions or service annuities, sick and death benefits, group insurance systems, savings and loan plans, employe associations, company restaurants, rest rooms, athletic activities and all other activities commonly known as welfare plans.

All of these problems are now receiving the consideration of our Association and reports covering many of the sub-divisions enumerated will be presented to the fifth annual convention at Buffalo. There was general agreement that proper employment and scientific training were not enough. The employe must be made to understand that his best interests can be served by a permanent relationship with his company through the proper working out of the "human relations" problems as enumerated.

### **Additional Revenue is Needed**

Upon motion duly seconded a sub-committee consisting of Dr. H. M. Rowe as Chairman, Mr. John T. Scanlon, President of the Standard Fashion Company, and President Tily were appointed to consider the matter of raising additional funds with which to inaugurate and carry on the additional activities as outlined.

### **Defining Definite Activities**

The Program Committee presented the following report:

The Program Committee recommends to the Executive Committee that our Association be pledged to carry out the following definite program of activities as rapidly as it is within our power so to do:

- 1—To institute and prosecute research and survey work with the object of ascertaining the educational requirements of our member companies.
- 2—To continue all the present activities of our Association and to strengthen such activities wherever possible.

- 3—To provide a source from which trained and competent educational directors and instructors may be secured by industrial institutions.
- 4—To study the possibilities of further activities both from the viewpoint of helpfulness to our members and to the industries of our country.
- 5—To assist in every possible way in the development of Local Chapters of our Association.
- 6—To secure, correlate and make available to all our members information regarding all the subdivisions which may be classed under "human relations," such as employment bureaus, educational courses, and methods of conducting same, group insurance and sick and death benefit plans, stock ownership, profit sharing, retirement pensions and all other activities commonly known as "welfare."

After discussion it seemed to be the opinion of the members of the Executive Committee that our Association should be pledged to the accomplishment of the plan presented, but in order that all members of the committee may have ample opportunity to carefully consider the program before definite action, a vote on the report of the Program Committee was deferred until the March meeting of the Executive Committee.

There being no further business the meeting adjourned until Tuesday, March 6th, to meet again at the usual hour and place

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### **PROFIT SHARING MADE THE BETHLEHEM STEEL CORPORATION PROSPEROUS**

In his book "Succeeding With What You Have," Charles M. Schwab says, "to no small extent the success of Bethlehem has been built up by a profit-sharing system. The Bethlehem profit-sharing system is based on my belief that every man should be exactly what he makes himself worth. This is the only plan I know of which is equally fair to the employer and every class of employe. Some day I hope all labor troubles will be solved by such a system."

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The race of life has become intense; woe to him who stops to tie his shoestring.—CARLYLE.

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It is a great mistake to value ourselves at less than we are worth.—GOETHE.

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When a man stops learning he stops growing.—GEO. M. REYNOLDS.

The biggest problem in the United States is the "Human Relations" Problem in Industry.

- 1—Scientific Employment
- 2—Training (The Corporation School)
- 3—Safe and Healthful Working Conditions (Safety First)
- 4—Stock Ownership and Profit Sharing (On the Part of the Worker)
- 5—Service Annuities or Retirement Pensions
- 6—Group Insurance
- 7—Sick and Death Benefit Funds
- 8—Saving and Loan Associations
- 9—Company Nurses, Rest Rooms, etc.
- 10—All Other Forms of "Welfare" Work

Frank A. Vanderlip, President of the National City Bank of New York, estimates the loss in the industries of the United States, due to Labor Troubles, at One Billion Dollars Annually.

The National Association of Corporation Schools is directing its work toward a solution of this problem through Educational Methods.

## NEWS ITEMS ABOUT OUR MEMBERS

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**The Views of Mr. E. W. Rice, Jr., President of the General Electric Company, on the "Human Relations" Problems—How the Henry Disston & Sons, Inc., Handle the "Man" Problem—President Willys of the Willys-Overland Company Considers Telephone Courtesy an Important Factor in Business—A Modernized Engineering Department at the Norton & Norton Grinding Companies—Apprenticeship on the Pennsylvania Railroad, also New Employment Plans of This Company.**

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### **New York Local Chapter Is Organized**

A meeting held at New York University on January 30th, for the purpose of completing the organization of the New York Local Chapter of our Association, was called to order by Mr. F. C. Henderschott, temporary chairman.

The temporary secretary, Mr. E. C. Wolf, read the minutes of the first meeting which were approved.

Dr. Galloway, Chairman of the Committee on Constitution, submitted a draft of the proposed Constitution, which provides for an Executive Committee of ten members and which in every respect is essentially the Constitution for Local Chapters, which has been approved by the Executive Committee of the National Association. This Constitution was adopted and ordered spread on the minutes.

Mr. F. L. Devereux, Chairman of the Nominating Committee, submitted the following report:

Chairman, John T. Scanlon, Standard Fashion Company; Vice-Chairman, Harry Tipper, The Texas Company; Secretary-Treasurer, C. E. Fitzpatrick, The Charles William Stores.

EXECUTIVE COMMITTEE—G. M. Basford, Locomotive Feed Water Company; Paul Super, International Y. M. C. A.; Homer S. Pace, Pace & Pace; Waldemar Kops, Kops Brothers; J. Wm. Schulze, Robt. H. Ingersoll & Bro.; R. H. Glassley, Montgomery Ward & Company; J. L. Turner, New York Telephone Company.

The offices of three of the members of the Executive Committee were left vacant, as it is the intention of the Chapter to invite a representative from New York University, a representative from Columbia University and one from the School Board of New York City, to serve on the Executive Committee.

There being no other nominations, the report of the Committee was unanimously adopted and the officers nominated, declared elected.

Mr. Scanlon took the Chair and Mr. Fitzpatrick assumed the position of Secretary.

Mr. Scanlon read the report of the Temporary Program Committee. After considerable discussion, in which nearly all members present participated, the Committee was thanked, the report received and referred to the Executive Committee for further consideration.

Dr. Galloway suggested that at the next meeting of the Local Chapter the members take under consideration the relationship between the corporation schools of the district and the development of continuation courses and courses for business and commercial training within the public schools, high schools and colleges of New York.

At the close of the evening's discussion the Chairman announced that the Executive Committee would be called together at the earliest opportunity to define its duties, and that consideration would be given to a program for the monthly meetings of the Chapter; that the Executive Committee in framing such a program would be guided by the discussions of the evening. The Chairman further announced that the appointment of committees for the Chapter and other matters which should have the attention of the Executive Committee would be taken up at once.

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**How Mr. E. W. Rice, Jr., President of the General Electric Company, Views the "Human Relations" Problem**

Mr. E. W. Rice, Jr., President of the General Electric Company, contributed an article to the January issue of the *General Electric Review* under the caption "How Shall the Manufacturers Contribute to Industrial Progress." The major thought of Mr. Rice's article is the problem of the relation between the stockholders and the workers.

"It will not require a very exhaustive process of self-analysis to disclose that we are all relatively deficient in discipline and co-operation compared with the conditions which will exist in industrial Europe after the war.

"The day of extreme individualism is past. The problems pressing for solution are so great that no single manufacturer, no matter how powerful, or group of manufacturers, no matter how numerous, is able to stand alone to the exclusion of other manufacturers or groups of manufacturers. The time has come when

co-operation in the broadest sense is essential to the maintenance of our industrial prosperity.

"All men and women engaged in industry, from the president and executive officers down to the humblest wage earner, must be brought into truly effective co-operative relationship. There is today a serious lack of mutual understanding between the manufacturer and the wage earner, and while considerable progress has been made in bringing about more harmonious relations, the situation leaves much to be desired. This lack of understanding and confidence is largely due to a lack of knowledge of each other, and this knowledge is lacking in the manufacturer as well as in the wage earner.

"Employers are desirous to maintain good, healthful conditions of work and to provide fair treatment for their employes and to pay liberal wages, but the employer still needs to take an increased personal interest in his men as men.

"On the other hand, if we are to have his effective co-operation, the employe must be convinced that all limitations of productive activity or restrictions of output are simply suicidal and as much an injury to himself as to his employer, in that such efforts only result in waste, inefficiency, high costs and poor business. He should get clearly in his mind that high costs restrict business and that the less of his product that is made and sold the less money there will be to divide. He should understand that although wages have the first claim on the earnings of any business, there must be sufficient margin after payment of wages and material to pay for the use of capital, and, in addition, to set aside a reasonable reserve in good times to provide against bad times. But this is not all. Our governmental agencies, Federal, State and Municipal, must be won over to support proper industrial effort by sympathetic assistance. The manufacturers of other countries will have the great advantage of the intelligent and sympathetic help of their governments and of their peoples, and patriotism will be lifted to the highest plane. Our manufacturers, if we are to be successful in the coming struggle, must secure similar intelligent and sympathetic treatment from our Government and our people. We as manufacturers naturally think that we are entitled to such treatment and, in any event, we are making and shall continue to make an earnest endeavor to deserve it; furthermore, we intend to make continuous and, we hope, intelligent efforts to remove such defects in our business methods as may exist. In this process we will take the public and our employes into our confidence and deal with both in a spirit of

absolute frankness and sincerity. We will endeavor to obtain constructive and helpful assistance from all sources, but we do not wish to encourage paternalism either in our relationship with our employes or on the part of our Government with us. What we want is intelligent, honest co-operation based upon simple justice and fair play. We want efficiency in every part of our country, but the only efficiency that is really worth while must be based upon a satisfactory treatment of the human factor in the problem."

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#### **How the Henry Disston & Sons, Inc., Handles the "Man" Problem**

Mr. Frank Disston, President of Henry Disston & Sons, Incorporated, and Class "A" member of our Association, contributed an article to the February issue of *System* magazine under the caption "How We Hold Our Men." Mr. Disston points out that it pays to have the men "work with you" and describes the philosophy which underlies his company and the system which they have used.

The big problem in American industry today is the "man" problem. It leads directly to the "human relations" problems which are commanding more and more of the attention of the executives of industrial institutions.

The article is extremely interesting and well worth the time required to make a study of the system described. It describes the training department of the company and the following information is given:

"We take a boy of fifteen or sixteen, put him at ordinary tasks, and, if he proves bright and capable, start him as an apprentice when he reaches seventeen. He works at apprenticeship wages until his majority, and then he goes on the journeyman list. There is no rule about selecting the boys, except that a boy whose father or grandfather worked in the place is certain to be tried out; we want those to whom working in the Disston works is the natural thing to do; thus we have hundreds of fathers and sons and scores of grandsons. For instance, there are three generations of a number of families throughout the works.

"The 'big family' idea is carried into the home. When the works was firmly established, and Henry Disston saw the need for room to enlarge, he bought several hundred acres on the Delaware River at Tacony. He reserved fifty acres for expansion of the plant and divided the balance into building lots. He organized building and loan associations, helped out with second

mortgages and in every way encouraged individual effort toward home owning and home building. Today most of the employees own the homes in which they live. There is no welfare work, however; the men are too independent for that—they are given the means for doing their own welfare work."

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**Telephone Courtesy an Important Factor in Business**

Mr. L. A. Miller, Office Manager of the Willys-Overland Company, and Class "A" representative of that Company in our Association forwards to the BULLETIN a copy of a card issued by President J. N. Willys which is hung on every telephone throughout the offices, branches, factory, and, in fact, many of the offices of distributors and dealers of their products. The card is a recognition of the value of correct telephoning, and reads as follows:

"I know of nothing that can make so good an impression as care and thoughtfulness in telephoning.

"First impressions are lasting impressions. Too great abruptness or small discourtesies on the telephone are unforgivable.

"Big business is made up of doing all the small things well.

"Please let this organization be known as one that goes just a step further than may seem necessary in the matter of courtesy.

"This is something in which every employe, regardless of position, can help.

"I am confident of your usual good co-operation.

"J. N. Willys."

Many of our members will recall Mr. Miller who was connected with the Curtis Publishing Company at the time of our second annual convention, which was held in the auditorium of the Curtis Publishing Company at Philadelphia. Mr. Miller was an important factor in making the convention a success and his interest in the Association has grown with our development. Our readers will be glad to know that Mr. Miller is with the Willys-Overland Company and still active in promoting the welfare of our Association.

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**The Pennsylvania Railroad Company's Schools for Apprentices**

The BULLETIN is in receipt of a circular giving information and regulations of the Pennsylvania Railroad Company's Schools

for Apprentices. The circular is issued from the office of the Supervisor of Apprentice Schools at Altoona, Pa., and contains an outline on the development of apprenticeship, the object of the Pennsylvania Railroad's Apprenticeship Schools, the qualifications of students, a schedule of the courses of study, a description of attendance, the required conduct of the enrolled employees and the classes of apprenticeship.

Copies of the booklet may be procured by addressing Mr. J. H. Yoder, Supervisor Apprentice Schools, Pennsylvania Railroad Company, Altoona, Pa.

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### **Making Vocational Work a Community Problem**

At Atlanta, Georgia, an interesting movement has developed which was formerly called the Clearing House for Employment but the title of the organization has been changed to The Vocational Bureau.

Mr. Kendall Weisiger, of the Southern Bell Telephone Company, is one of the directors of the movement and has favored the BULLETIN with a circular descriptive of the Bureau's plan and scope.

Copies of the circular may be procured by writing to Mr. Weisiger, care of the Southern Bell Telephone Company, 78 South Pryor Street, Atlanta, Georgia. Our members will find the movement both helpful and promising.

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### **The Three Position Plan of Promotion**

Mr. Frank B. Gilbreth, a Class "C" member of our Association, and recognized as one of the most efficient of the consulting management engineers of the present period, in collaboration with Miss Lillian M. Gilbreth, recently furnished The Annals of the American Academy of Political and Social Science an article entitled "The Three Position Plan of Promotion."

The writer affirms that an adequate system of promotion is the solution not only of holding employees in an organization, but also of the employment problem.

In the article it is asserted that "In the Three Position Plan of Promotion we have not only the true and proved answer to the problem of promotion, but also the means by which efficient placement becomes almost automatic and a supply of desirable applicants is constantly available."

Copies of the reprint of this article may be secured by addressing Mr. Frank B. Gilbreth, 77 Brown Street, Providence, R. I.

### **A Modernized Engineering Department**

The BULLETIN is in receipt of a reprint of two articles from the *Iron Age* describing the modernized Engineering Department of the Norton Grinding Company, a Class "A" member of our Association. The articles were prepared by H. W. Dunbar and W. E. Freeland. Mr. Dunbar will be remembered as the chairman of the Local Committee and Mr. Freeland as Publicity Manager of the committee which handled the third annual convention of our Association, at which convention the Norton Grinding Company and the American Steel and Wire Company were hosts.

The articles should prove of great value to those who are interested in engineering methods and organization. The first article is descriptive of the rooms, blueprinting and drawing storage, how records are kept and design for machines.

The second article describes how the progress of engineering work may always be ascertained, compulsory schools for draftsmen and practice in assigning work.

The report of the two articles may be secured by addressing Mr. Dunbar or Mr. Freeland of the Norton Grinding Company of Worcester, Mass.

### **First Training, Then Work**

The following interesting item is taken from the house organ of the Charles William Stores:

The first duty of a new employe is no longer to go to his department and get to work; the first step now is to be told something about the purposes and methods of the new house he is entering. The company believes that a man will do his work better when he fully appreciates the difficulties and advantages of doing business by mail, and, what is still more important, realizes the spirit of "Consider the Customer."

For that reason, a regular "class" is held every afternoon in the employment division for the employes who have been engaged that morning.

The first question the teacher asks is, "How many of you men have ever lived in the country?" Those who have are asked to tell something about it to the others, then the lecturer proceeds with the task of explaining to everyone some of the difficulties one meets in buying goods in the country. Step by step the employes are shown how buying by mail is the logical solution of these difficulties.

Then each member of the class is given a catalog and asked

to imagine that he is a customer. He is shown the customers' viewpoint, how a perfectly filled order would mean that he would recommend us to his friends, how a wrongly filled order would cause an unfavorable opinion in the whole neighborhood.

The instructor dwells on the fact that each customer on our list represents an investment of ten dollars, and that a few errors could easily cost the house much more than the weekly salary of the man who made them.

Then each operation in our system is described and an order traced through the house. The importance of the schedule is shown. The last part of the instruction is occupied by the explanation of the more important rules that govern the conduct of all our employees.

You can easily see how employees who have received this instruction are much better fitted to understand the purposes of the Charles William Stores and the importance of their own particular work. They learn their new duties quicker and lose no time in fitting into our smooth-running organization.

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### **Apprenticeship on the Pennsylvania Railroad**

By J. H. YODER, Supervisor Apprentice Schools

The training of men as mechanics and for positions of responsibility hinges upon an adequate apprenticeship system in the mechanical trades which provides school instruction coincident with the work in the shop. On the Pennsylvania Railroad definite progress has been made in recent years towards developing better men for positions of responsibility. It has always been an ironclad rule that such positions must be given to men already in the service of the company. It is also a requirement that before a man can be promoted he must have taken an active part in the training of his successor. The Pennsylvania Railroad in the early 70's was the first railroad, and it may safely be said, the first large industrial concern to make extensive and systematic use of college trained men. The early introduction of scientific methods and appliances on the Pennsylvania Railroad, long before any other railroad, was due to this college trained talent and justly gave to the Pennsylvania Railroad Company a leading position in transportation in this country and a high reputation in Europe. However, the disparity between the mental training of the few college graduates in important executive positions and the mass of vocationally totally untrained working men and the still greater number of the unskilled became very evident. Con-

sequently early efforts were directed towards apprenticeship, but it is only within recent years that it was placed on a modern basis.

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### **Object of Apprenticeship**

In connection with the training of apprentices it is to be remembered that the work of the average mechanic involves a certain degree of responsibility. If the entire shop work is to be efficient the mechanics who do the work, or those in direct charge of it, must be trained to meet this responsibility. The primary object of apprenticeship is therefore to train competent, skilled and intelligent mechanics. From this large body of intelligent mechanics there are at least a few who will develop capacity for leadership and eventually fill positions of responsibility.

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### **Classes of Apprentices**

In order to afford a wide range in the training of young men there are offered three classes of apprenticeship; namely, Regular, First Class and Specials. The time of service of Regular and First Class Apprentices is four years, while that of the Specials is three years. The Regular Apprentices comprise the large body of apprentices who graduate as mechanics, and it is from these that skilled workmen are obtained to recruit the shop and roundhouse forces. It is toward these that the main effort is directed. By means of a simple entrance examination and an interview with the Supervisor of Apprentice Schools, or someone designated by him, the Regular Apprentices are selected so that the majority of undesirables are weeded out at the very beginning and no time is wasted in attempting to train a misfit.

Those Regular Apprentices who show exceptional ability both in the shop and in the school are promoted to First Class Apprentices receiving increased remuneration and a greater variety of shop work. This advanced standing is given to apprentices only after they have served from one to two years or more as Regular Apprentices and can be attained only through continuous conscientious effort and meritorious service. Those few First Class Apprentices of extraordinary ability are made Motive Power Inspectors and placed on the same standing as graduate Special Apprentices.

Special Apprentices are graduates of leading technical colleges or universities who serve three years in the Altoona shops and receive training on all phases of railroad work from machine operation to roundhouse experience and from building a modern boiler to firing a locomotive. They are selected after a personal

interview with the General Superintendent of Motive Power, Lines East of Pittsburgh, and after making a tour of the Altoona shops which employ upwards of 12,000 men, are given a final interview and the most promising are selected. Many Regular and First Class Apprentices realizing the value of higher education leave to attend colleges and later complete their time as Special Apprentices. Upon completion of their time Special Apprentices graduate as Motive Power Inspectors, after which they are in line for promotion to executive positions. At the present time all the Motive Power Officials of the company are men who at one time were Special Apprentices at the Altoona shops.

### **School Instruction**

Four hours of school instruction per week for forty-two weeks per year during three years of the apprenticeship are given to Regular and First Class Apprentices. There are now ten Apprentice Schools on Lines East of Pittsburgh in which apprentices receive instruction in shop sketching, mechanical drawing, shop arithmetic, mechanics, principles of combustion, manufacture of iron and steel, heat treatment of steel, locomotive valves and valve gears, boiler construction, operation and inspection, and other work bearing directly on the specific trade which the apprentice is learning. Academic subjects are avoided as such, but the underlying physical and mathematical principles are introduced as needed. As much of English and subjects of a general nature are given as is warranted in schools whose primary object is specific trade education. Some of these schools have now been in successful operation for seven years and the results obtained are gratifying. Since the organization of the Apprentice Schools the entire apprenticeship has been placed on a higher plane. There are now available numerous young men capable of becoming gang foremen or serving in other positions of minor responsibility. Many graduate First Class Apprentices have been promoted and are filling positions of minor responsibility and eventually these young men trained intensely according to Pennsylvania Railroad standards will officer our shops with credit to themselves and to the company, and will have a decided advantage over those who have today worked up to positions of responsibility, but who did not have the advantages of the special school and shop training offered since the time they served their apprenticeship. The selection of men for promotion is made easy by the modern method of training them. Where it was difficult years ago to find even a single competent man for a position of

responsibility, it is now a question of selecting the best one of a number of competent men, any of whom would make good.

### **Pennsylvania Railroad Adopts New Employment Plan**

Under a new plan for handling applications for work, which is now being put into effect by the Pennsylvania Railroad, every one of the 1,500 station agents on the Lines East of Pittsburgh and Erie will become an employment agent. In connection with this change, what will virtually be an employment clearing house is to be established in the General Manager's Department at Broad Street Station, Philadelphia.

The purpose of the new plan is to encourage the entrance into the service of the Pennsylvania Railroad of a greater number of men who live in the neighborhood of its lines and shops. It has always been the policy of the Pennsylvania Railroad, as far as possible, to offer the first opportunities for work to people who are its neighbors. It is the belief of the management that a number of men in the country districts, as well as in the towns, villages and cities through which its lines pass, would welcome the chance to make railroading their career, but in many cases do not know where to apply. The new employment arrangements will make it easy for anyone to make an application and to ascertain what lines of service are open and in what localities work for which he is fitted may be obtained.

Notices will be posted conspicuously at various points along the railroad, directing all persons seeking employment to apply to the station agent. The agent will interview each applicant, learn his capabilities as fully as possible and direct him to the nearest shop foreman, supervisor, trainmaster or road foreman of engines, who may have vacancies at their disposal. If there are no vacancies on the division where the application is made, it will be forwarded to the office of the General Manager in Broad Street Station, where it will be handled through the clearing house plan which is to be established there.

Under the clearing house plan, each General Superintendent will forward, once a week, to the General Manager, a list showing the number of vacancies on his grand division for shop laborers, car repairmen, car cleaners, engine cleaners, brakemen, firemen, freight handlers, trackmen, etc. By this means every applicant for work can be promptly directed to the nearest point where labor is needed, in case no opportunity exists near his home. This arrangement, it is thought, will greatly aid in equalizing the distribution of labor and the opportunities for work in the service.

## NOTES

From the *Shelton Looms Bulletin*, a house organ published by the Sidney Blumenthal Company of Shelton, Conn., a Class "C" member of our Association, it is learned that this company has established classes in English on behalf of its employes. The classes meet two or three times a week and the men and women who could scarcely speak English when the course was commenced are now able to converse clearly. There are afternoon classes for the night shift. New classes were started in January and every man and woman in the factory who does not understand English are urged to avail themselves of the opportunity to go to school.

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There are about two hundred employes of the Goodyear Tire and Rubber Company known as the "silent boys" or those who are deaf and dumb. Manager Cragmille of the factory school has opened a special class for these employes. The instructing is done by Mr. Ashland Martin, himself a deaf mute, and a graduate of Gallaudet College. The first subjects to be taught will be Business English and arithmetic.

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Mr. J. H. Yoder, Supervisor of Apprentices of the Pennsylvania Railroad Company, informs the editor of the BULLETIN that all new instructors in the company's apprenticeship schools are now required to take Class "B" membership in our Association.

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The latest course offered in the Goodyear Tire and Rubber Company's factory school is in "Business Law and Corporation Finance."

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The Educational Department of the Charles William Stores is holding a class in penmanship every evening from five to six o'clock. Members of the company who wish to improve their writing are invited to attend.

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OVER 10,000 PERSONS, mostly school children, took part in a recent parade in connection with the dedication of the McKeesport, Pa., new technical high school.

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"The most important thing in building big business is the selection of the proper tools—men and methods. Don't try to drive a spike with a tack hammer—it won't work."

## **PRESIDENT WILSON'S INDUSTRIAL POLICY**

**In "Everybody's Magazine" for February There Appears an Authorized Interview with the President by Mr. George Creel, Wherein Mr. Wilson Defines His Attitude Toward Business.**

Mr. George Creel has had an interview with the President of the United States and what the President said during this interview is set forth in the February issue of *Everybody's Magazine*.

Considerable of what is printed relates to business—conditions industrially as the President sees them. Mr. Wilson also defines his attitude toward business.

It will be recalled that in his annual message to Congress, the President urged compulsory arbitration. Mr. Creel writes that this feature of the message was presented with small hope that the warring forces of industry would join in its support. Behind it was the intense conviction of the President that national interests are superior to class interests, and that the one hundred millions of the United States shall no longer remain exposed to the loss, the hate and the disaster that industrial strife inevitably visits upon them.

"As a consequence of neglect in the matter of regulative laws," he declared in our interview, "industry has placed emphasis upon suspicion, not understanding. Employers and employees alike maintain armed camps, operating under sullen truces that regard each other's rights only when they fear each other's power. The public, that great third party to every industrial dispute, is dismissed from consideration. It is this situation that is designed to be cured.

"Congress will be expected to aid . . . the commerce of the United States by creating opportunities for legitimate trade expansion. American firms must be given definite authorization to co-operate for foreign selling operations; in plain words, to organize for foreign trade just as the 'rings' of England and the cartels of Germany are organized."

### **Government Control in Europe Will Revolutionize the American Point of View**

Another step clearly indicated by the President in his interview will be along new lines and in a new direction. On this subject, Mr. Creel writes as follows:

"Manifestations of government control in Europe must nec-

essarily revolutionize the American point of view, and neither tradition nor prejudice will be permitted to stand in the way of governmental action that will have for its object the rescue of the general welfare from the manipulation of organized greed.

"By every means that is in the power of the administration, the present prosperity will be given stability and permanence. In this connection the President feels some intelligent consideration should be given to facts that were purposely obscured by partisans during the heat of the campaign."

In defining his policy in this respect, Mr. Creel quotes the President as having said:

"There are 25,000,000 men under arms in Europe, and back of these vast armies, the civil population of the various countries is engaged in the production of munitions and supplies. Every continental industry and energy has been reorganized and re-directed for destructive purpose. Now is it sensible to assume that these sore-pressed nations, straining every nerve in a fight for life, are accumulating great stores of manufactured goods to dump on the United States after the war? Where are the raw materials? Where is the time? Where is the skilled labor?"

"Even upon the return of peace, what instant rivalry is to be feared? It is estimated that the number of killed, wounded and missing has already reached a staggering total of 18,500,000. The reorganization of industries for commerce must necessarily be attended by confusion and delay, and it stands to reason that a first task will be along the lines of repairing the waste and destruction of war.

"Enormous debts will burden each belligerent. Aside from interest rates on money borrowed to carry on the war, each government will have to care for millions of cripples, widows and orphans; and this load of taxation must, as a matter of course, figure in the cost of production."

### **Why Doubt the Continuance of Prosperity?**

The President believes that the United States may enjoy continued prosperity.

"What reason, then, to doubt the right of the United States to expect a continuance of prosperity? Not only is there the part we shall be called upon to play in the reconstruction of shattered Europe, but the great markets of South America and the Orient are calling to us. With a studious observance of the rights of the Latin-American nations, and with a friendly cultivation of the natural tendency of those countries to draw close to

us, our trade relations with Central and South America should take on a preferred character. To hasten these developments, the Ship Purchase Act will be driven through to speedy operation.

"Congress will be expected also to aid the commerce of the United States by creating opportunities for legitimate trade expansion. American firms must be given definite authorization to co-operate for foreign selling operations; in plain words, to organize for foreign trade just as the 'rings' of England and the cartels of Germany are organized."

Mr. Creel next sets forth certain deductions which he foresees from the interview but on which he does not quote the President.

In these, and in every other way that may suggest itself, business will be made the concern of the administration during the next four years. This does not mean that business is going to be "left alone." Far from it. *Good* business will be helped actively, and *bad* business will be crushed out as far as lies in the power of governmental agencies.

Back in January, 1912, Mr. Wilson, then Governor of New Jersey, made a certain speech. He asked that I find the following paragraph, and quote it, as a statement of *present position and policy*:

#### **Using the Knife to Heal the Disease**

"If the prudent surgeon wants to save the patient, he has got absolutely to know the naked anatomy of the man. He has got to know what is under his skin and in his intestines; he has got to be absolutely indecent in his scrutiny. And then he has got to say to himself: 'I know where the seat of life is; I know where my knife should penetrate; I dare not go too far for fear it should touch the fountain of vitality. In order to save this beautiful thing I must cut deep but I must cut carefully; I must cut out the things that are decayed and rotten, the things that manifest disease, and I must leave every honest, wholesome tissue absolutely untouched.' A capital operation may be radical, but it is also conservative. There cannot be life without the cutting out of the dead and decayed tissue."

Four years have strengthened him in this point of view. No President in history was ever less a believer in the doctrine of *laissez-faire* than Woodrow Wilson.

#### **Bigness in Business Not a Crime**

"Government by suspicion is not implied. Mere bigness in business is not a crime. Efficiency is the only check that may be

put upon natural growth. Nor is it right to look with antagonism upon wealth when that wealth has been actually earned by business energy and sagacity.

"But while government can do many things, and will do them, real remedies wait upon the development of a more honest, discriminating public opinion; upon the moral and mental and spiritual reorganization of business itself.

"In the first place, it must work toward democratization. One of the things that has been the matter with American business is that it has been under the control of too small a body of men. Realization must come that an aristocracy is just as bad for business as it is for government. The Federal Reserve Act, by releasing credit, by breaking Wall Street's grip upon the throat of enterprise, points the way.

"In the second place, American business must recover its creative energy in order that it may take full advantage of freedom. As a matter of fact, business has not wanted to be free—it *has wanted to be taken care of*. Initiative, instead of pushing ahead, has wasted time begging for crutches."

It is also the belief of the President that business must forego its opposition to change, leavening its inertia with some intelligent conception of the demands of progress. Canute, who ordered back the incoming tide, must cease to be its patron saint. It must open its eyes to the great truth that change is bound to come.

### **Human Equation in Industry Must No Longer Be Disregarded**

"Progressive action is a constant adjustment of the conditions of government and of society to the welfare of mankind. The business men of the country are called upon to see that it is vastly better that this adjustment should go forward continuously, equally and gradually than that it should be checked, and the forces of change banked up against some unstable dam that presently will break, overrunning and destroying society."

"Most important of all, the President feels business must come to recognition of the fact that the human equation in industry may no longer be disregarded. At the bottom of the industrial unrest that shakes the country is a conviction that the cards of American life have been stacked against labor, and that justice for labor is a matter of favor or of force.

"The great fallacy of modern industry is the theory that effective competition can proceed from underpay and overwork.

All history proves that the low wage country cannot keep pace with the high wage country, for, when all is said and done, the real measure of competition is the productive power of the individual."

Progress itself, and the permanence of free institutions, rest upon new conceptions that will give prosperity a wider, more honest spread, promoting the equal and exact justice that will take the hate and sordidness out of American life. To quote the President's own succinct phrase:

"A man cannot worship God and love his neighbor on an empty stomach."

An end must be brought to anarchy-breeding inequalities, and class consciousness must give way to mass unity.

"These things are less a matter of law than of the mind, the heart and the soul of man."

The President is a man of few gestures, nor does he ever lift his voice, but with his most even tones he has a trick of giving tremendous emphasis.

#### **Legislation Vain Under Present Conditions**

"Legislation will be a vain thing until the antagonisms of industry gave way to generous rivalries in the pursuit of *fair play*. Labor and capital, with angry insistence upon rights, have entirely overlooked obligations.

"Woodrow Wilson has been much sneered at as an 'idealist.' Doubtless he would be the last man to deny the charge, for, as he himself expresses it, 'Ideals, not ideas, are the pushing force in the world.' And while his theories as to business and industry may be ridiculed by some as 'idealistic,' it should be remembered that he has rarely failed to get his ideals expressed in *action*.

"It is to be hoped that these obvious truths will come to more general acceptance, that honest business will quit thinking that it is attacked when loaded-dice business is attacked; that the mutuality of interest between employer and employe will receive ungrudging admission; and, finally, that men of affairs will lend themselves more patriotically to the work of making democracy an efficient instrument for the promotion of human welfare.

"It cannot be said that they have done so in the past. They have been brakes, not motors, selfish instead of selfless, and at all times their intent has been opposition, not co-operation. As a consequence, many necessary things have been done less perfectly without their assistance that could have been done more perfectly with their expert aid."

“Unfortunately, there are still a few large and powerful corporations which more or less refuse to recognize their social responsibility to society, which insist that they are private property, responsible to nobody but their stockholders and attempt in their actions toward the public to carry out this policy. It is these corporations which continuously feed fuel to the public hostility toward corporations, which undo what is being accomplished in establishing better relations between corporations who are realizing their social responsibility and living up to it—and which latter thus inversely would gradually bring the public to a realization of its social responsibility toward the corporation as modern industry’s most successful embodiment.”—From the book “America and the New Epoch,” by Charles P. Steinmetz, Past President of The National Association of Corporation Schools.

### **BOOKS WHICH MAY INTEREST OUR MEMBERS**

"Succeeding With What You Have," by Charles M. Schwab. A book of sixty-three pages, published by the Century Company, 353 Fourth Avenue, New York City, price fifty cents, net.

In these few pages Mr. Schwab reveals what he believes to be the secret of success and describes the inner workings of the Bethlehem plant.

Mr. Schwab has no faith in super-geniuses and is of the opinion that there is more possibility today to rise in American industry than ever before. He discusses the merits and demerits of a college education in business, tells about the profit-sharing system at Bethlehem and explains how he goes about selecting men for important positions.

"Captains of American industry," according to Mr. Schwab, "are not hunting money, they are seeking brains—specialized brains—and faithful helpful service." It is in some respects a new definition of the psychology of business.

Extracts from the book were published in the February BULLETIN under the caption "Charles M. Schwab's Recipe for Success."

It is a book which may be profitably read by the workers in the ranks.

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"America and the New Epoch," by Dr. Charles P. Steinmetz, past president of The National Association of Corporation Schools, published by Harper and Brothers, New York City, price \$1.

Dr. Steinmetz deals with the economic and social facts of today as he understands them. While he is considered an authority on the subject which he has discussed in his book, he has also reached many conclusions which are not in accordance with his wishes.

In the introduction he says, "If the reader does not like many of the statements given in the following, I also do not like many of the conclusions which I had to draw; but nevertheless, they are and remain the conclusions which follow from the physical, economic and social facts, and I believe I had an unusual opportunity of observation from all sides of the politico-industrial structure of today."

The author then reviews briefly the history of his own life and concludes: "For several years I was employed by a small manufacturer; then for nearly a quarter of a century with a huge manufacturing corporation and helped make it what it is

today. Thus I have seen the working of small individualistic production—where every cent increase of wages appears so much out of the pockets of the owners—and of corporate production, and have realized, from my acquaintance with the inside workings of numerous large corporations, that the industrial corporation is not the greedy monster of popular misconception, bent only on exploitation and have most decidedly come to the conclusion that, even as crude and undeveloped as the industrial corporation of today still is in its social activities, if I were an unknown and unimportant employe I would far rather take my chances with the impersonal, huge industrial corporation than with the most well-meaning individual employer."

In speaking of the future of our country Dr. Steinmetz says: "The resources of our continent, which appeared inexhaustible to the early settlers, are practically exhausted, and the time is nearly here when we will have to stop living as a parasitic nation, consuming what we have not produced, but we will have to live on our income; putting into the soil as fertilizer what we take out as crops; planting and raising the trees which we cut down for lumber; raising the food which we feed to our sheep and cattle, and that with a reorganized, highly efficient Europe in competition."

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#### **BULLETINS RECEIVED**

"*State Higher Educational Institutions of North Dakota*" is a report to the North Dakota State Board of Regents of a survey made under the direction of the United States Commissioner of Education. In this report primary consideration is given to the spheres and functions of the several institutions.

Additional copies of this publication may be procured from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 30 cents per copy.

"*Registration and Student Records for Smaller Colleges*," compiled by Benjamin F. Andrews, Specialist in Land Grant College Statistics. The recording offices of many small colleges in various parts of the country have failed to develop appropriate and convenient systems for registering important data concerning the academic work of students. Members of the Bureau of Education are frequently asked to suggest practical methods for recording the desired information. With a view to meeting the insistent needs of registrars of colleges of this type this report was written.

*"Report of an Inquiry into the Administration and Support of the Colorado System"* is a study of the public school system of the State of Colorado confined to an investigation of the administration and support of public, elementary and secondary schools and their immediate effects upon conditions determining the character of work done in these schools.

Additional copies of these publications may be procured from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 10 cents per copy.

*"Adult Illiteracy"* by Winthrop Talbot is a study of illiteracy in the United States restricted to the millions of adults who are absolutely illiterate; it makes no enumeration of other millions of near-illiterates who can only sign their names and decipher a few words with difficulty, nor does it take into account the many millions who can read and write, but seldom do.

*"Educational Survey of Wyoming"* by A. C. Monahan and Katherine M. Cook.

*"Gardening in Elementary City Schools"* by C. D. Jarvis tells Why Gardening should be Introduced into the Schools; How Gardening may be Introduced into the Schools; How Gardening may be Promoted by the Schools.

*"Vocational Secondary Education"* is a report prepared by the Committee on Vocational Education of the National Education Association.

Additional copies of these publications may be procured from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 15 cents per copy.

*"The Co-operative System of Education"* is an account of co-operative education as developed in the College of Engineering, University of Cincinnati.

Additional copies of this publication may be procured from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 20 cents per copy.

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### GENERAL EDUCATIONAL NOTES

In 1886 ninety per cent of the negroes of the United States were illiterate. Today only ten per cent are illiterate. There are in the public schools today approximately 1,750,000 negro children, against 100,000 half a century ago. Fifty years ago there were 600 negro teachers in the United States. Today there are 36,900. The material advancement of the negroes is no doubt largely due to education. In 1886 negroes owned 12,000 homes; in 1916 they own 600,000. Fifty years ago 20,000

farms were operated by negroes, most of them on leases; today the negroes own outright 981,000 farms. Fifteen years ago the National Negro Business League was organized and at that time there were about 20,000 business enterprises conducted by negroes, while now there are 45,000. In 50 years the estimated wealth of the negroes of this country has increased to \$980,000,000.

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The Sales Managers' Association at Dallas, Texas, has arranged with the local Young Men's Christian Association to put on a course on salesmanship for them. The Sales Managers' Association will enroll and furnish the students. Each of the papers and addresses of the course will be presented at the weekly meetings of the Sales Managers before it is given to students who attend the classes at the Young Men's Christian Association. Here, again, is an evidence of real co-operation.

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The average age of those attending the night schools of Richmond, Va., is 26 years. About 700 students are in attendance.

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Educational authorities in Texas are of the opinion that the introduction of compulsory education in that state will emphasize the demand for vocational and technical training in the public schools.

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The University of Birmingham, England, and the Trade School at Liverpool are offering courses in the Russian language, the idea being to furnish young men with better qualifications for doing business in Russia after the war. In this respect England is copying the German idea. Before the war Germany spent a good deal of time and money fitting her young men for commercial dealings with other countries, particularly as regarded learning the language and getting in touch with the ways of the foreigners. Germany had her reward in the big trade which gave prosperity to her industries and helped to bring about wonderful economic advancement. Russia offers an enormous area for commercial exploitation, and this country should not permit England or any other European country to outdo her in educational preparation along this line.

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Dr. Charles McCarthy, of Wisconsin State Reference Library, in an article contributed to *American Industries* under the caption "The Social Influence of Continuation Schools," says labor is vitally interested in the continuation schools. With all our boasted democracy we have absolutely neglected the education of the working boy and girl. The sight of great colleges, universities and splendid high schools for the sons and daughters of the rich and nothing for the boy or girl who must work has also been too frequent in America. We must throw the cost of this education on industry for the good of industry as well as of the individual, just as we threw accidents by the

workmen's compensation act upon industry. Strange it is that labor has not demanded its rights in this matter, strange that those who have been given the control over education, the universities and the school teachers, have not only not helped labor in this matter, have not been true to their trust or to the ideals of true democratic education, but have actually hampered the education of the working people.

The attendance in the industrial schools of Wisconsin has increased from 10,000 to 40,000 during the past four years. The state has appropriated annually \$150,000 to aid the cities where industrial schools have been established and this appropriation has now been raised to \$212,000.

Henry Abrahams, a leading labor representative of Boston, a candidate for election to the Board of Education of that city. "If I am elected to the school committee," said Mr. Abrahams, "I will do all in my power to bring about development of industrial training in our school system. There are thousands of boys in this city who would benefit by a thorough mechanical training. The great trouble with industry today is that men know only one thing. It is the age of specialists. I was in the headquarters of one of the brass workers' unions the other day and the secretary, pointing to a lighting fixture, said: 'We haven't a man in our union who could make that fixture. A dozen different men know how to make a dozen different parts, but it would be necessary to get a brass worker from Europe to make all the parts and put it together.' What I want to see is a training provided which will give our young men with mechanical tendencies an opportunity to become thoroughly well grounded in the fundamentals.

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